

Country each fall are quite as essential here, proportionally, as they are elsewhere.

In New Zealand each pure breed of sheep is represented by an Association which, among other activities, has complete control of the flock book relating to the breed in which it is interested. Among these are the North Island & the South Island Sheep Breeders Associations, which look after the interests of the industry as a whole in their respective spheres, & above all these is the New Zealand Sheep Breeders Association, which deals with matters of importance concerning the industry as a whole.

The same system of Combination & Co. operation prevails in all other branches of the farming industry also, & it is beyond dispute that the principles for which these three ^{of} stand are largely responsible for the proud position which the Dominion holds in the farming Communities of the world.

Co. Operative Associations of farmers own the dairy industry of New Zealand, the exports from which amount to approximately fourteen million pounds sterling per annum. They also own practically the whole of the bacon curing industry, the majority of the freezing works, & a few of the largest Commercial concerns. When their accredited representatives

Approach Shipping Companies in
 Connection with Shipping, or Commercial
 Houses in Connection with other business,
 their representations receive every
 consideration from the Principals
 because they represent in the Aggregate
 big business, whereas an individual
 on a similar errand would be likely
 to receive a prompt refusal from a
 Subordinate & sometimes not too much
 civility with it.

Besides working in the interests of
 their own industries such association
 is of great value to the Government
 of a Country & to the various
 Departments of State that are
 concerned with their industries,
 for the reason that either can act
 promptly with confidence in
 most matters when the accredited
 representatives of an industry appear
 for the majority in place & having
 to hesitate & delay action on
 important matters as a result of
 conflicting opinions received from
 individuals possessing different
 outlooks, or conflicting personal
 interests.

A number of those with whom I
 have discussed the proposal to
 form a Sheep Farmers Association
 in this County have stated that
 Falkland Island farmers will not
 Co-operate, but personally I am
 convinced that this is not correct,
 & that they can do this & all other things

quite as well as the farmers of New Zealand or elsewhere provided business ^{methods} and followed.

In my own & some other countries we certainly possess the advantage of having grown up among such organisations, but our forefathers had to lay the foundations, & I am sure the farmers here are sufficiently broad minded to be able to do a like service for their Country. Did I think otherwise I certainly would not waste time in dealing with the matter in this report.

Odd individuals are to be found in any country, who are small enough to allow personal feeling or petty spleen to weigh against the general interests of the Community - in fact I have met a number - but if I have met one such among the owners & managers here I have failed to pick him.

A few of the things that are essential to the success of an Association of this kind are, strict adherence to the recognised procedure in connection with the conducting of public meetings, prompt compliance with the ruling of the Chair, loyal adherence to the decisions of the majority on matters of general interest, & to refrain absolutely from anything in the way of aggression or offensive remarks during meetings.

The services which such an association could render to the sheep farming industry of the County are many & important among which are the following -

Fencing material will be required in large quantities even to put the existing fences in a proper state of repair, & if progress is to be the order of the day it will be required in greater quantities still. Under the conditions that exist in this County the best can be secured at the least cost & with least trouble to individual farmers, by purchasing & shipping it in large quantities through an association. Stud sheep are required & these also can be procured to great advantage by pooling orders, in order that a reliable firm will give its best attention to their selection & purchase, & that they may be delivered in the County without transshipment.

Competition is, figuratively speaking, the life blood of any industry & the forms of competition which the farming industry of this County stands most in need are STOCK shows & dog trials both of which can be best be organised & controlled by an Association.

A well meeting provides a pleasant days outing & an opportunity for farmers & their families to meet; but its advantages end there, whereas STOCK shows & dog trials while

providing similar advantages, are of substantial benefit to the industry ~~benefit to the industry~~ upon which the prosperity of the Country depends.

Many interesting & amusing competitions are included in ^{the} show programmes of small centres in other Countries, which makes the day bright & enjoyable even for those who are not interested in stock, & there is no good reason why this could not be done here also.

Another matter that has been very much neglected in the Colony is literature dealing with Agriculture & stock breeding & management.

ⁱⁿ There are a number of valuable publications from which the most experienced husbandman can derive some benefit, because they contain in condensed form the accumulated experience of 200 years on these subjects.

In all other callings such as ^{for instance} medicine, chemistry, engineering, & navigation, practically the whole of a student's early studies are based on the accumulated experience of the past which is recorded in books & periodicals.

ⁱⁿ The most experienced breeders & managers I have known have been students of Mendel & the successful practical husbandmen of the past, & they have not been alone quoting them as their authority on many points particularly in connection

with the art of breeding.
I am convinced that a circulating library of such literature would be of great advantage to the farming industry of this Colony, & this also can best be organised & controlled by an association.

An event of a more being made to form such an Association in this Country, it will no doubt be helpful to have something in the way of Articles of Association & Bye-Laws available which will act as a basis for discussion, & for this purpose I beg to submit the following:-

Articles of Association.

The name of the Association shall be "The Falkland Islands Sheep Breeders Association".

The objects for which the Association is formed are:-

- (1) The improvement of stock in the Falkland Islands.
- (2) The importation of stock on account of members in order that the most suitable may be obtained from the safest source at the minimum cost.
- 3 The Conservation & improvement of the native pastures & the introduction of other grasses.
- 4 The organisation & control of experiments.
- 5 The purchase & shipment in bulk of fencing material & other stores on account of members.
- 6 The promotion of education in

- connection with book-keeping, by the purchase & circulation of suitable books & other literature.
- 7th The organisation of stock shows & dog trials.
 - 8th To carry out negotiations in connection with matters of general interest such as shipping, legislation, &c.
 - 9th To provide rooms & other facilities for holding & conducting meetings in connection with the business of the Association.
 - 10th To receive suggestions & arrange meetings to discuss these & other matters of general interest.
 - 11th To purchase, lease, hire, receive by way of gift, & also to sell, let, or otherwise dispose of any real personal property on behalf of the Association, in accordance with the provisions of the law in such matters.
 - 12th To borrow from time to time any money required for the purpose of the Association, on such security as may be determined.
 - 13th To do all other such legal acts as may be deemed conducive to the attainment of the above objects.

Bye-Laws.

- 1) It shall be contrary to the policy of the Association to take or for any member or members to take, in the name of the Association, any part, whatever in business or disputes so between employer & employe.

2 The management of the Association shall be vested in an Executive Council comprising three (3) representatives elected by members of the Association on the Eastern Island, & three (3) representatives elected by members of the Association on the Western Island.

3 For the purposes of the Association, the Islands of Lively, Bleaker, Banner, George, & Medwell, & Great, shall be considered to form portion of the Eastern Island, & the Islands of Weddell, Blower, New, Westpoint, Canessa, Saunders, Reyspell, & Pbble shall be considered to form portion of the Western Island.

4 Meetings of the Executive Council shall be held when considered necessary & shall be called by the President.

5 Separate meetings may be held by the members of the Executive Council on each Island as may be arranged by the President or Vice President, but no decisions arrived at in connection with the business of the Association, at such meetings, shall be considered binding on the Association in any way, nor shall they be acted upon in any way, unless until they have first been approved by a majority of the whole Council.

6 At least one general meeting of the members of the Association shall be held in each year, at a place & on a date to be arranged by the Council.

7 A general meeting of the Association

shall also be called by the President at any time such may be required by a majority of the members of the Association.

8 In event of an equal number of members voting for & against a motion, either at a general meeting or at a meeting of the Executive Council, the Chairman shall have the right to a casting as well as a deliberative vote.

9 Anything done at a meeting of the Executive Council within the scope of its Authority shall not be deemed to be irregular or illegal if four members of the Council are present, or afterwards confirm the proceedings of such meeting.

10 The Executive Council may expel from the Association any member whose conduct is in their opinion improper

10A The Executive Council may employ a Secretary & other assistance that may be deemed necessary for the efficient conducting of the business of the Association.

& shall be payable to the Association at the time Application is made for membership.

In addition to the entrance fee members shall pay an Annual Subscription of which shall be payable on the 1st day of January in each year.

12 The entrance & Annual Subscription may be altered by the Council at any time as may be found necessary.

13 Money required by the Association for Administrative purposes only,

other than that provided by the entrance fees & annual subscriptions, shall be collected from Owners by the Executive Council on the basis of a charge on each thousand or part of a thousand sheep owned by them at the time such charge is imposed.

- 14th The decision of the Executive Council regarding the amount of such fees & the necessity for collecting them shall be final, binding upon all members who are liable for the payment of such fees.

Election of Executive Council:

- 15th The first election of the Executive Council shall be held on a date to be fixed by the promoters & they shall at the same time appoint a place on each Island where members may record their votes.
- 16th The Secretary for the time being shall act ex officio as Returning Officer for the first & all succeeding elections. He shall appoint some suitable person who will act as his representative for the purpose of conducting the election on the other Island.
- 17th The number of votes that may be exercised by any owner on any matter connected with the Association during any one year shall be computed on the basis of the number of sheep owned by him as shown in his official Annual return of stock, & shall be regulated as follows
- (a) If the number of sheep is more than 500 & less than 5000 he shall have one vote.
- (b) If the number of sheep is not less than

5 000 but less than 10,000 he shall have two votes.

(c) If the number of sheep is not less than 10,000 but less than 20,000 he shall have three votes.

(d) If the number of sheep is not less than 20,000 but less than 30,000 he shall have four votes.

(e) If the number of sheep is not less than 30,000 but less than 50,000 he shall have five votes.

If the number of sheep is over 50,000 he shall have six votes.

No owner shall have the right to exercise more than six votes.

All sheep owned by any Company, Body, Society, or Person, whether depastured on separate properties or otherwise shall be deemed to be one lot for the purpose of determining the number of votes that the owner may exercise.

19 In the case of a Partnership, Company, Body, or Society, one person shall be appointed who shall exercise the votes to which such Partnership, Company, Body, or Society, are entitled.

20 Only those Owners who are financial members of the Association shall exercise the right of voting.

21 When a date is appointed for holding an election the Returning Officer shall prepare separate lists of all persons who are entitled to vote, & also eligible for election to the Executive Council, on each Island, & he shall communicate such list to all such.

persons permit them to vote for any number from one to three to fill the positions on the Executive Council.

22 He shall at the same time advise them on the following matters:—

(A) The number of votes which they are entitled to exercise.

(B) The place at which their votes shall be recorded.

(C) The date on which the election shall close, which shall be not less than 21 days following that on which such advice was despatched on each Island.

23 Votes may be recorded in either of the following ways:—

(A) by letter addressed to the Returning Officer.

(B) by telegram addressed to the Returning Officer.

24 As early as possible after the closing of an election the results shall be checked & certified correct by a justice of the peace, & immediately thereafter all voting communications shall be destroyed in his presence & no information whatsoever in connection therewith shall be divulged.

25 Members who are entitled to vote may record the whole of their votes which they are entitled to exercise for one candidate or they may distribute them between two or three.

26 In the case of two candidates receiving an equal number of votes any issue that may arise in consequence shall be

decided by a casting vote by the Returning Officer.

- 27th Following the first election further elections shall be held during the same month in each succeeding three years thereafter on a date to be arranged by the outgoing Council.
- 28 Members elected to a Council shall continue to hold office until the election of their successors.
- 29 If any member of the Association dies or by writing addressed to the President resigns his office, or ceases to reside in the Colony for a period exceeding one year, or absents himself from four successive meetings of the Council without the permission of the President, or otherwise becomes incapable of acting as a member of the Council, his seat on the Council shall be deemed to have become vacant, & shall be filled during the unexpired residue of the period for which the Council was elected by another member who shall be selected in accordance with the provisions hereinafter provided.
- 30 Members of a retiring Council shall be eligible for re-election to an incoming Council.
- 31 Should the office of President become vacant it shall be filled by the Vice President during the unexpired residue of the period for which the Council was elected. Should the position of Vice President become vacant it

In the event of a move being made to form such an Association in this Country, it will no doubt be helpful to have something in the way of Articles of Association and Bye-Laws available which will act as a basis for discussion. For this purpose I have prepared draft Articles which are given in Appendix B to this Report. Certain of the provisions, are unamend

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Sketch of
~~Articles of Association and Bye-Laws~~
for a Sheep Breeders Association
Station Books

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Appendix B.
Draft Articles of Association and Bye-Laws
for a Sheep Breeders Association
Articles of Association

shall be filled by the member who recorded the greatest number of votes on the Island not represented by the President, should the position of any other member or members become vacant, it or they as the case may be, shall be filled by the available unsuccessful member or members who recorded the greatest number of votes at the most recent election, but if such member or members are not available an election shall be held of a person or persons, as the case may be, to fill the vacant seat, or seats, on the Council.

A number of the foregoing provisions are unusual but so also are the conditions for which they are intended to provide & they will at least act as a basis for discussion.

Station Books.

The system of bookkeeping which is practiced on stations is an important matter to which I have inadvertently omitted to refer earlier in this report. With few exceptions the system of bookkeeping that is practiced on the various stations is extremely lax & the absence of any system of costing as well as sufficient reliable records in connection with stock must prove a great handicap to some managers. On a number of stations I was unable to obtain information regarding comparatively recent operations which should be considered essential in connection with the management

of a large estate.

This condition is no doubt due to the fact that ^{the majority of} managers are expected to do the books & stock after the store as a side line, usually during the evening when they would be much more profitably employed in discussing matters with their men & planning their work.

The most capable station managers often have practically no knowledge of accounting - in fact it is the exception to find one who has.

Elsewhere, stations of a size similar to those in this country employ an accountant who attends to the books, stores, & movable property, & gives a hand in the shed or yards at a pinch.

A man can be employed for about one third of the usual managers salary who can do this class of work much better than the average manager.

The most experienced managers require information to guide them in their operations, which often can only be obtained by being able to study the financial results through a sound system of accounting.

Reliable records in connection with stock also are most essential. Not many of the managers in this country enjoy these advantages.

Conclusion.

[In ^{submitting} concluding this report] I desire to express my great appreciation of the assistance which I have received

so fully, from all connected with the farming industry, during the course of my investigations. Not on one occasion have I experienced the slightest disinclination on the part of Owners or Managers to supply information for which I have asked, or to render any other service which was likely to be of assistance.

On behalf of Miss. Munnis & myself I desire also to express our gratitude for the unbounded hospitality which has been extended to us during our stay in the Colony.

I do not expect that farmers will accept all that I have written as incontrovertible by any means, but I hope still that a deal of it will eventually bear very good fruit.

great

Research work ^{on some of these} & a change in the present system of farming cannot fail to prove of great benefit to the Colony.

I am
Sirs.

Your Obedient Servant
H. Munnis.

The Hon. Colonial Secretary
Stanley

Summary of Recommendations
In conclusion I wish to summarize my recommendations as follows:

- (1) Continue working to wet Camp & practice it sparingly when there.
- (2) Limit the number of Stock Stock to what the pasture will maintain in good condition through the year. This will represent the true carrying capacity of the Com which it will continue to maintain under judicious management.
- (3) Subdivide more extensively with a view to resting pasture periodically, making more use of wet Camp during suitable days & running sheep in flocks as to age.
- (4) Construct more substantial fencing. That on wet Camp should be capable of holding Cattle.
- (5) Give much greater attention to the maintenance of plume improvements, particularly
- (6) Reserve the driest & most fertile pasture for the breeding ewes & subdivide such areas into paddocks which will enable flocks to be moved to fresh at intervals.

Provide a suitable area

which to carry out experiments
under strict control, particularly
in connection with regressing of
growing fodder crops.

(8) Discontinue inbreeding including the
use of sires which are the progeny
of ewes selected from the main flock.

(9) Do not import mongrels or
fox stud purposes - better
can usually be procured
at much less cost.

(10) Discontinue the use of
sires of any kind.

(11) When crossbreeding is
necessary confine the
two breeds.

(12) Do not import high
for mating with ordinary
ewes.

(13) Carry more cattle on
well camp.

(14) Organise with a view to
joint action on matters
general interest.

(15) Institute a proper system of
and the keeping of stock records,
accountant for the purpose of
carrying over 15,000 sheep.